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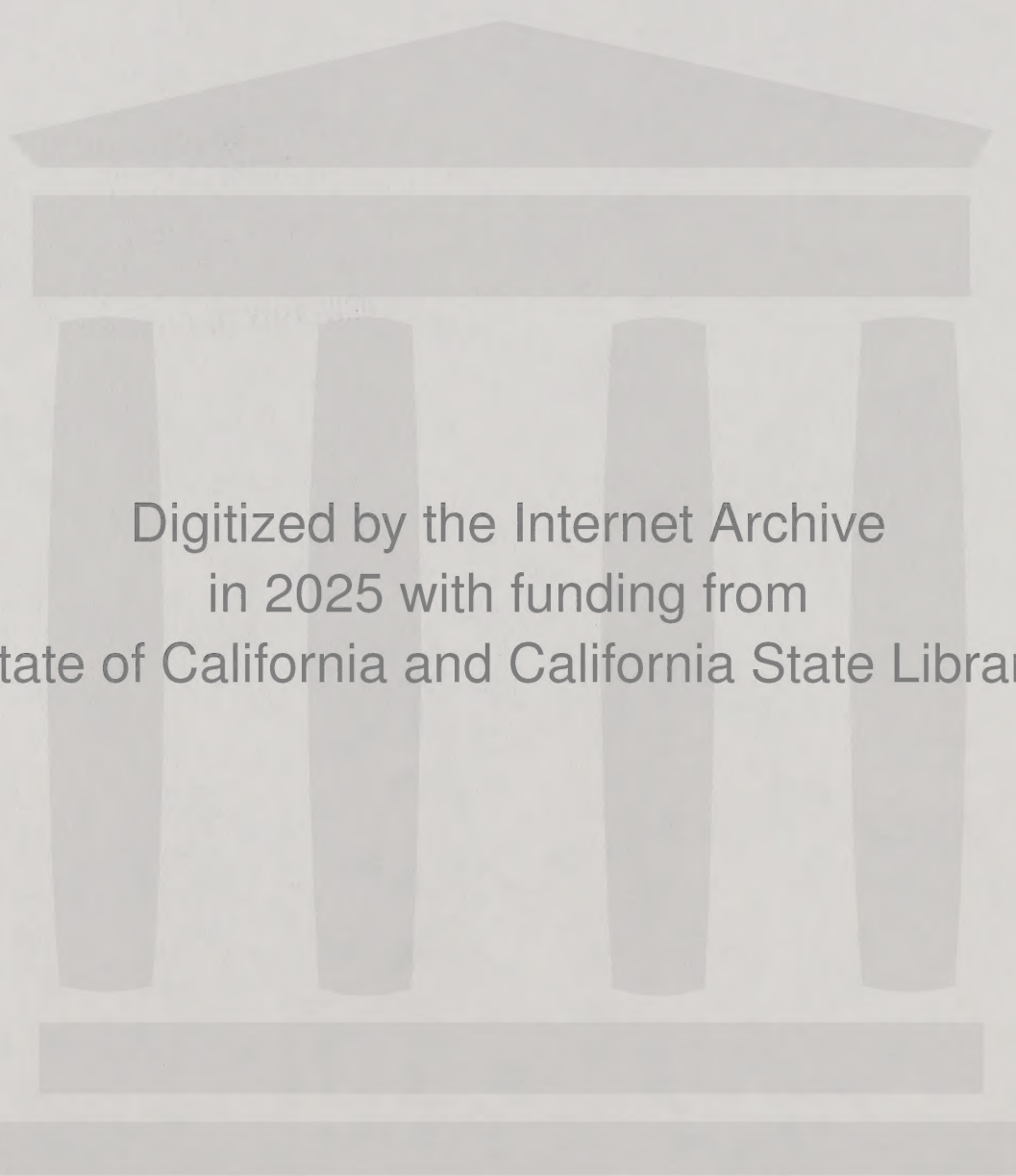


GUIDELINES FOR
SOCIAL PLANNING

Accepted September 30, 1976 by the Planning Policy Committee of Santa Clara County

FOR CITIES IN
SANTA CLARA COUNTY

*Social welfare Santa Clara Co.
county planning " "*

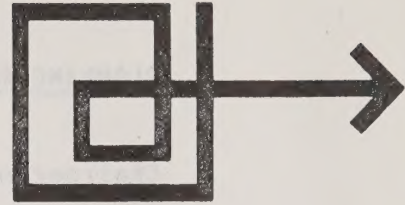


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PLANNING POLICY COMMITTEE OF SANTA CLARA COUNTY

Room 314, County Administration Building, 70 West Hedding Street, San Jose, Calif. 95110 (408) 299-2521



October 5, 1976

We are sending you a copy of the Guidelines for Social Planning for Cities in Santa Clara County. This document represents a synthesis of more than a year's work of the Social Concerns Subcommittee of the Planning Policy Committee (PPC), chaired by Councilman Rusty Hammer of Campbell. The document was accepted by the PPC on September 30, 1976 for transmittal to cities and interested organizations and individuals throughout the County.

The goals of the "Guidelines" are twofold: (1) Provide a single, concise source of information on social planning for cities in Santa Clara County, and (2) Increase awareness of the broad spectrum of approaches and options available under the heading of social planning.

We hope you find this document helpful in your planning efforts. Please direct any questions or comments to the County Planning Department at 299-2521.

A handwritten signature in cursive script that reads "Robert W. Meyers".

Robert W. Meyers
Chairman

RWM:HHG:b

Enclosure

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GUIDELINES FOR SOCIAL PLANNING
FOR CITIES IN SANTA CLARA COUNTY

I. INTRODUCTION

In 1974, the Planning Policy Committee of Santa Clara County (PPC) established a Social Concerns Subcommittee. One of the objectives of this subcommittee was to prepare guidelines for social planning by the cities of Santa Clara County. Such guidelines were felt necessary for two reasons: (1) Inexperience with social type planning by the city governments, and (2) the strong need for a consistent approach among cities in their planning for this rather new and complicated area.

Another stimulant to the preparation of these guidelines was the adoption in 1973 by the General Assembly of the League of California Cities of an Action Plan for the Future of California Cities. Among the four elements of this plan was an Action Plan for the Social Responsibilities of Cities which stated:

"Cities should assume the responsibility of assessing social needs within the city and insuring that delivery of social services is adequate commensurate with those needs. Cities should coordinate and evaluate social services by other governmental agencies and encourage and cooperate with the private sector in a similar capacity recognizing that many social services are provided by community and private organizations The social planning process at the local level would seek to eliminate the overlapping and duplication of services and identify service gaps. Social services planning could then be related and coordinated with physical, economic and environmental planning."⁽¹⁾

The principal goal of the social planning process should be the development of "human resources". "Human resources" signifies the rich array of talents, skills, attitudes, energy and relationships which constitute the endowment

(1) League of California Cities, "Action Plan Resolution #3 - Social Responsibilities of Cities" (San Francisco, California, October 24, 1973)

of each person as they have developed, and their human potential as they may develop in the future. It should be the goal of any social planning process to create a more effective framework of community programs by which individuals and their families can fully realize their potential.

II. WHY HAVE SOCIAL PLANNING AT THE CITY LEVEL

In California, certain social services have traditionally been considered a responsibility of state government. Though they receive federal funds, states are recognized as having primary responsibility for unemployment services, welfare administration, education and health. The states generally administer these programs through the counties.

Another source of social program funding, the so-called categorical grants, was created to reach specific restricted goals. Though the funding usually went directly from the Federal Government to local cities, the use to which the cities might put this money was strictly limited by federal requirements.

Recently a new trend has appeared, at both the national and state level, in the search for a better approach to the social problems of this nation. A common element in this "new trend" is a decentralization in governmental decisionmaking. This decentralization is resulting in a new active role for cities in planning, coordinating and delivering social services to their citizens. The following indicate specific reasons why such decentralization is seen as a better approach to social problems.

A. Effective and Efficient Attainment of Community Goals

A city social planning function will quite clearly open the door to greater demands upon the time of elected officials and the entire social service sector. At the same time, however, it should tend to focus that time more sharply upon the real needs and priorities of the community. Therefore, federal, state, county and voluntary funds may be programmed more effectively to service providers.

Social planning may provide information on how identifiable groups within the city (or prospective residents) will be affected by the city's and other jurisdictions' policies, plans, programs and specific development decisions. The effect of actions (or inaction) taken by public or private organizations could be analyzed and, where possible, evaluated against the city's adopted social goals and objectives. Information on social impact could be presented to city government, along with fiscal, economic, and environmental impact, prior to any final action by the city governing body. The City of San Jose, Office of Policy Research, is presently developing a system along these lines.

Planning can strengthen the process of establishing goals and of developing policies which will culminate in the attainment of those goals. This is as true for cities when they relate to social concerns as it is when they relate to physical land use concerns.

Failure of city governments to integrate social concerns into their physical planning can result in actions which in their impact may be detrimental to the achievement of broad social goals of the city. The integration of social goals and policies into the creation or updating of the traditional elements* of the General Plan can assure the city that its implementation is not obstructing the achievement of social goals.

By integrating social planning with other city planning efforts, the relationship between goals will be seen more clearly. Opportunities for achieving social goals may develop through relatively inexpensive changes in city policy. An example might be the discovery of a certain zoning policy which is restricting the establishment of residential child care facilities by the private sector in the city. Understanding the social implications of zoning might resolve the city's child care problems at a negligible cost. As a result of such an examination, the City of Los Angeles recently amended its building practices and

*Existing elements, such as housing, open space, and transportation have social aspects to their nature.

zoning requirements so as to expand potential availability of child care services.

B. Appropriate Funding Allocation

Social planning by a city improves the ability of that governmental body to allocate funds effectively to those areas which will be of most benefit to its citizens. Effective fund allocation is a key underlying rationale of the block grant programs of the "new federalism". Two federal programs which serve to specifically promote city social planning are the General Revenue Sharing Act and the Housing and Community Development Act. Revenue Sharing provides federal funds to cities for allocation according to local decisions. The Community Development Act provides cities with funding for housing, economic development and general community betterment. Both acts call upon the planning and management capacities of cities to identify needs, inventory resources, determine service gaps and develop programs designed to fill these gaps.

C. Greater Local Input into Decisionmaking

Social planning by cities and voluntary agencies could form the basic building blocks for county, regional and state social plans. The local voluntary sector and community-based groups will be strengthened as their clientele are assured more direct input to a social planning effort with broad and substantial impact on the community.

Through thoughtful social planning, cities and counties will be in a stronger position in negotiation regarding federal and state programs of potential local impact. Cities and counties will be better able to determine responsibility among themselves and others for service delivery.

III. THE SCOPE OF SOCIAL PLANNING

There are at least four essential aspects of a Social Plan:

1. The determination of human needs,
2. The determination of resources to meet needs,

3. Recommendation/adoption of policies and programs to meet needs,
4. The determination of the city's and others' role in meeting these needs.

An initial decision in the social planning process is to determine which human needs will be examined in the course of developing the social plan. As can be seen above, this choice of needs is the point of departure for subsequent decisions in the planning process.

A. Human Needs

One specific decision regarding need analysis must be reached early in each city's planning process. This decision is whether the planning process shall concentrate on "basic" human needs (employment, shelter, food, clothing, etc.) or shall examine a broader range of needs. The answer depends substantially on the degree of social deprivation which exists in the city.

Should there be any part of the city population which does not have a minimum living standard, then priorities should first be on satisfying basic social needs. When basic needs are met, city social plans should give attention to satisfying needs like self-worth, justice, recreation, mobility, education, etc.

Figure 1. A Sample of Social Needs

Shelter, Food and Clothing	Self Worth
Income	Hope
Protection and Safety	Health
Justice	Education
Recreation	Stimulation
Happiness	Employment
Access and Mobility	

B. Social Resources

The social resources to be examined in a social planning process are closely related to the scope of need analysis. The determination of needs indicates the areas which must be searched for resources. The following figure shows some potential elements of a social resource system.

Figure 2. Sample Elements of a Social Resource System

Social Responsibility	Zoning	Economic Development
Health Services	Community Relations	Crime Prevention
Social Security	Law Enforcement	Drug & Alcohol
Senior Citizen	Family Services	Abuse Prevention
Services	Manpower Training	Child Care
Unemployment Services	Transportation	Youth Services
Civil Rights	Consumer Protection	Leisure Services
Education	Community	Minority Relations
Legal Assistance	Organization and	Building Rehabilitation
Communication	Participation	or Clearance

IV. VARIOUS APPROACHES TO THE SOCIAL PLANNING PROCESS

There are many approaches to carrying out a social planning process; some are alternatives, and some may be used concurrently. Agencies and cities may choose which to emphasize at any point in time. Furthermore, various approaches may be used at different times by the city as it develops its role regarding social concerns.

A. Status of the Social Planning Process:

1. The process would be incremental, starting with simple approaches to information analysis, needs assessment policy establishment and inter-agency liaison. It would expand and become more sophisticated as information and experience is developed.
2. The process might be an on-going program of activities, whether or not formally adopted. While many of the activities would produce reports, in many cases the "product" would be a participation process which resulted in better-informed decisionmakers in the public and voluntary social sectors.
3. The process would result in a plan containing social goals and policies. These goals and policies might be formally adopted by the city council as a part of the general plan, following hearings and adoption by the planning commission. Upon its adoption by this method, all zoning must be in conformance with the goals and policies. Further, in some cities, the annual capital improvements program must be reviewed for conformity.
4. Social goals and policies might not be formally adopted as a part of a general plan, but be adopted by the city council in another manner, allowing greater flexibility in implementing other community goals. Whatever process is chosen, it is critical that social planning be integrated within the totality of city planning efforts.

B. Need Analysis

The analysis of human needs might be approached from some or all of the following perspectives:

1. Identification of geographic problem areas: such as special neighborhood needs.

2. Examination of the needs of special groups: such as young, old, specific minorities, the poor, etc.
3. Examination of needs by category and services which might satisfy it; example, health (health services, education, social security, drug and alcohol abuse prevention, etc.).
4. Recognition of unmet needs as a primary factor in any fulfillment of city social needs.

C. Preparation of the Plan

There are several alternatives available to a city in assigning primary responsibility for the preparation of a city's social plan. Responsibility might lie with the city staff, city staff and voluntary agency personnel, a Citizen's Advisory Committee, or some combination of these.

1. Staff Approach

It would be extremely difficult to isolate which city department should be responsible for social planning. The subjects which are addressed in a social planning process touch almost every city department. It is therefore recommended that representation and/or input be brought about from all applicable city departments when developing the information on services and needs and in preparing the recommended social policies. The overall administrative responsibility should come from a comprehensive city department, perhaps the city manager's office or planning department.

It may well be found that a staff approach which draws solely on city staff is too narrow. Therefore, the city might formally bring staff of various agencies involved in the planning and delivery of social services into the planning process.

The major problem with this staff approach is that it will tend to eliminate citizen perceived-and-felt problems (those problems which are not completely evident in statistics, technical

documents and agency information). It is strongly recommended, if this alternative is to be considered, that serious thought be given to the appointment of a Citizens' Advisory Committee. The Committee should include representatives from community and client groups to advise staff in the preparation of the plan.

Under the staff approach, all decisions prior to city council action, including the recommendations and the final working of the draft, would be made by the staff rather than by a citizens' committee.

2. Citizens' Advisory Committee

City and agency staff would be responsible for providing technical information to a Citizens' Advisory Committee concerning problems and needs within the community. It would then be the committee's responsibility to analyze the data presented, to hold public hearings, and to receive input from the entire community in the various areas of concern. The broadly representative Advisory Committee would be responsible for the report presented to the city council.

This approach adds the input and benefit of substantial citizen participation. It is the Social Concerns Subcommittee's opinion that well-considered citizen participation in the development of a city's social plan is the key to assuring the legitimacy of the information developed and to obtaining the amount of support necessary to implement any action plan which may be adopted. A Citizens' Advisory Committee is seen as a good means to such citizen participation.

The makeup of the Citizens' Advisory Committee should be subjected to considerable thought and scrutiny. This committee will be called upon to provide insight into the cause and effect of many complex human problems and to advise the city council on alternative courses of action. This body should therefore reflect diverse backgrounds and interests, as well as have broad community

support. Community, client, "public" and provider group representation should be provided on such a committee.

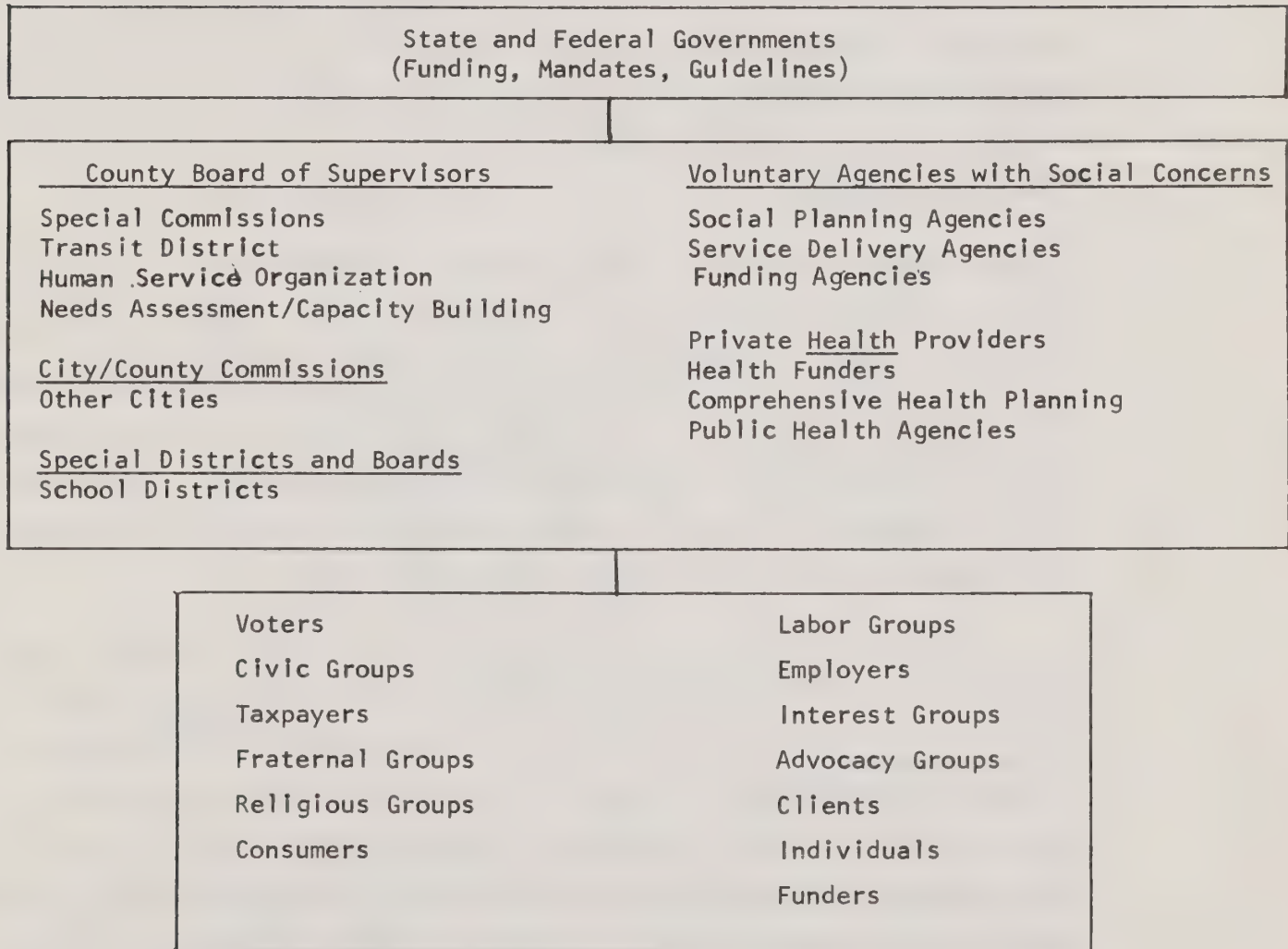
Similarly, the staff support to such a committee is critical. The staff must be able to present technical material to individuals whose expertise ranges from the minimal to the comprehensive.

Through such broad representation on the Citizens' Advisory Committee, a city will be more able to (a) show how a policy may meet the needs of a variety of people, (b) expose inconsistencies among policies, (c) satisfy the growing desire of citizens to take part in the setting of community goals, (d) assure that plans represent real community goals and offer concrete steps for getting there, and (e) build a tradition of resolving problems through the participation of all affected sectors of the community.

3. Broad Community Participation

Early involvement in planning activities by various interested government agencies, private organizations and citizen groups can expand the city's data resources, further define community problems and needs, and build the proper "linkages" for coordination and integration which are necessary for implementation. Figure 3 outlines the great variety of entities which might be represented or heard from during the social planning process. If city elected officials are also included in the process, they can provide the necessary political leadership to bring together the groups concerned with social planning.

Figure 3. Some Entities Potentially Involved
in Social Planning



V. POSSIBLE STAGES OF SOCIAL PLANNING

What follows is a summary of an idealized social planning process.

(Figure 4 illustrates this process.) The summary indicates the type of thought and effort which should go into social planning for a city with a heterogenous social profile and the resources available to carry out an extensive planning process. It represents a "maximum" effort which may be unnecessary or unneeded in your city. Nevertheless, a comparison between a tentative social planning schedule in your city and this "ideal" may bring to your attention neglected areas of investigation which should and can be covered.

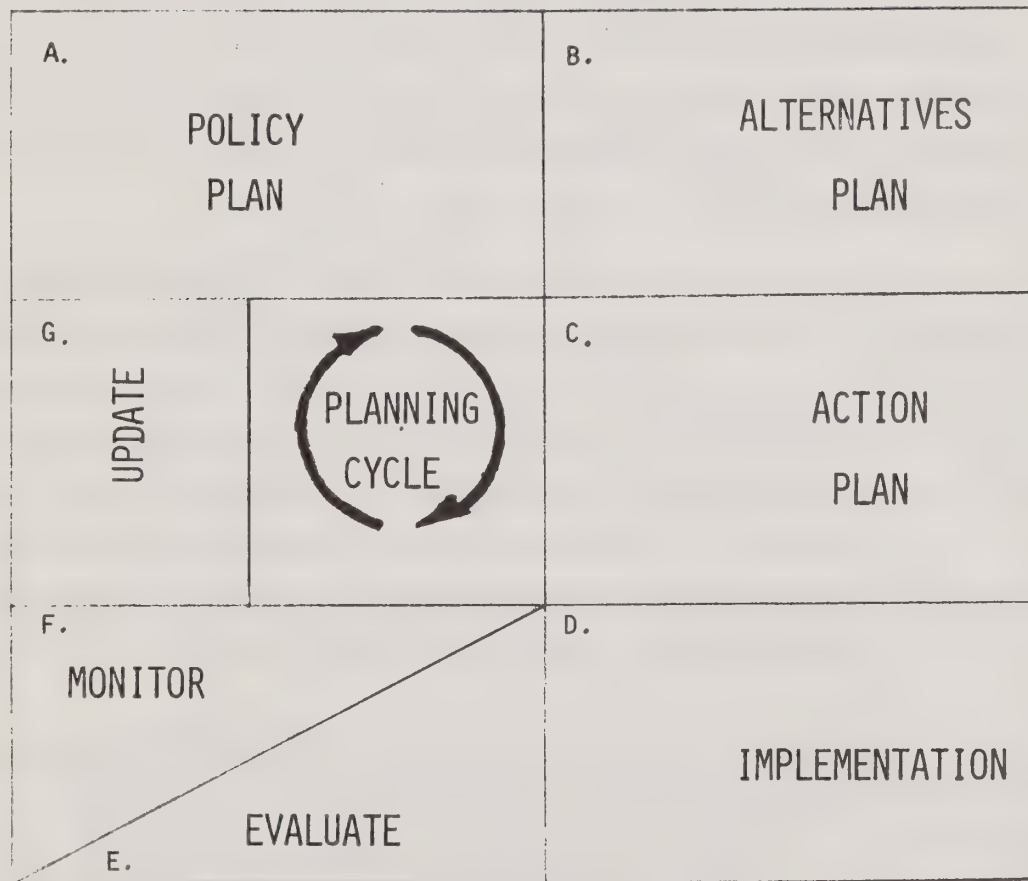
It should also be pointed out that the social planning process is not an orderly progression of stages. The boundaries between stages are unclear and the process may not proceed neatly from one stage to another. Often, stages are not even accomplished in the prescribed sequence or they may be dropped altogether. The situation in a particular city may well require different planning priorities which justify such a different approach. For example, if a city desired to limit its social planning to a policy plan, implementation would follow it rather than the action plan.

A last point of perspective on this summary is the factor of time. Comprehensive social planning is not a six-month project. It may take a period of several years because of the potential scope and complexity and the relative inexperience of staff in dealing with the subject matter. Developing data on needs may require a year by itself. As a consequence, it is strongly recommended that during the social planning process various subjects be developed for interim reports. Needed actions could then be carried out as an alternative to completing a multi-year planning project before any implementation is considered.

A. Policy Plan

The policy plan is shown as the first stage of the social planning process. However, for many cities it may be the only stage, with perhaps an informal implementation stage developed on the basis of the adopted policies. The policy plan may require input and product

Figure 4. Stages of Social Planning



roughly in the order indicated below:

1. Delineate the city's social profile.
2. Identify social needs and concerns, social services and resources.
3. Establish broad social goals and objectives.
4. Propose human resource development policies.

The process of identifying social needs should involve the answering of certain questions such as: Which problems are most severe, and in which areas are they most prevalent? Which problems show signs of amelioration, and which are becoming more serious? What factors contribute to the problem? What barriers impede resolution of the problem? What opportunities are available to contribute to a resolution of the problem?

Answering these questions may involve one or several approaches. What follows are several common approaches to identifying social needs:

- a. Community Survey. This method typically involves use of a questionnaire in combination with random or nonrandom sampling to poll the community. Surveys have to be used cautiously. Communities tend to view surveys as decisionmakers rather than decisionmaking tools. However, it is a means of providing input regarding the social needs of a cross-section of the community.
- b. Analysis of demonstrated demand. This method monitors the rates of inquiry, request, or delivery of service. It requires the integration of a data collection process into the intake components of human service provider agencies. A good subject for study might be a locally active information and referral agency, which, by definition, reflects demand for a panorama of human services.
- c. Consumer participation methods. These involve the short-run use of public hearings, meetings, and forums and the on-going use of advisory groups to integrate consumer concerns into the needs identification process. There are ways of structuring consumer participation to assure that a representative cross-section of viewpoints is heard.

- d. Use of available data. This method is economical in that it utilizes data that is routinely collected in every community. Common statistical sources are the U.S. Census, social agency records, and previously completed surveys. In using data, however, one must take reasonable care to see to it that the data sources are consistent. Is an item for which data is obtained from one source actually defined the same as an apparently equivalent item from another source?
- e. Staff surveys. This method queries service providers for their assessment of consumer needs. Sunnyvale used such an approach in combination with its citizen survey to identify community needs.

Once social needs and service resources have been identified and analyzed, goals and objectives should be developed. A goal may be thought of as a final end product, an ideal to be attained. Objectives are more specific than goals and have two important qualities:

- a. They must be possible.
- b. Objectives must be stated in such a way that progress or movement toward their attainment can be measured.

Either as a part of or in addition to the formulation of goals and objectives, human resource development policies should be proposed. These policies should be carefully formulated. A balance must be drawn between the consistency of these policies with the physical, environmental and economic policies of the General Plan and ensuring that each part of the General Plan reflects a consideration for social concerns.

B. Alternatives Plan

After having developed objectives and policies, the city must next consider the means of reaching these objectives. It should attempt to designate all possible methods of attaining the stated objectives.

The following represents an outline of a way in which an alternatives plan may be developed. The order shown is roughly chronological.

1. Develop standards and criteria to measure service quality, as well as a service classification system.
2. Inventory existing service delivery efforts and measure effectiveness based on agreed upon criteria.
3. Compare existing services with social objectives and/or human resource development policies.
4. Identify service gaps and gluts.
5. Assess relative service needs and set priorities.
6. Develop specific alternatives -- exhausting all alternatives, including administrative and organizational process changes -- for satisfying social needs, along with their probable consequences.
7. Assess the consistency of these alternatives with the social objectives and/or human resource development policies. Also consider the ability of specific alternatives to promote and implement other policies of the General Plan.

The city should strive for consistency with service classifications and definitions used elsewhere in the county. Otherwise, comparison between jurisdictions could prove difficult. In the same vein, the inventory of services should be sufficiently comprehensive and detailed to point up potentials for creative and efficient cross-use of service resources between jurisdictions.

Service priorities are ideally set according to the number of persons in need; the severity of the need; and the amount of the need presently being serviced. However, it is sometimes necessary for decision-makers to allocate resources on a less-than-ideal basis. Below are listed five methods of allocating resources in approximate decreasing order of relevance to real community conditions:

- a. According to perceived importance by advisory group members and planning staff;
- b. Through a citizen participation process;

- c. According to previously defined objectives;
- d. As an administrative prerogative;
- e. By the availability of resources.

C. Action Plan

This is the stage when specific recommendations are made. A choice is made among the alternatives for optimum approaches to satisfy social needs. Specific programs are created for implementing these approaches. Priorities are set and periods required for implementation are estimated. An implementation schedule is the final result.

This stage involves identification of the agencies or groups which can actively participate in implementation of the plan. Important factors in the identification of a service provider are the agency's ability, sensitivity to client needs, and past efforts to assure delivery of quality social services.

D. Implementation

This stage will include action by decisionmakers upon recommended policies and/or programs for meeting social goals. Implementation may include action by both the government and private sector, individuals and groups -- a community partnership. Approved programs should be initiated and developed.

E. Evaluation

This stage is basically a comparison of program performance with original program objectives. Assessment of program cost effectiveness should be a part of this evaluation. Adopted policies should also be evaluated for their success in satisfying asserted objectives. If the objective is not being met, perhaps another approach or program is in order, or a drastic change in the existing one is required.

The evaluation of social services is a new discipline and is attracting attention to developing new ways to evaluate social programs. Frequently, traditional evaluation techniques are not adequate, so considerable effort must be made to insure that an effective evaluation instrument

is applied to social programs.

F. Monitoring

Social changes should be continually monitored within the city. Periodic review of the entire social plan should be encouraged.

G. Update

Finally, if social planning is to be meaningful, it must reflect current reality in light of constantly changing problems and needs. Social planning must remain flexible if it is to reflect and guide the fluid nature of social needs and service delivery. The importance of social planning then is that it is a product of a dynamic process, and that it must be periodically modified to reflect underlying conditions.

VI. POTENTIAL CITY ROLE RESULTING FROM SOCIAL PLANNING

As a statement of policy, the social planning process should address yet another issue: What role will the city play in implementing policies and programs to resolve identified needs? Should the city be an advocate of service provision, a coordinator or broker of services, a program developer, a program funder, a service provider? How should city social policies and priorities be related to physical, economic, and environment policies and priorities?

This chapter will try to indicate the great variety of roles available to a city. Most cities will find that their social goals can best be met through a few strategic roles.

A. Advocate

The local government confronts another level of government or agency on behalf of its own citizens, calling attention to their needs and pointing out remedies.

B. Broker/Facilitator

The local government acts as an intermediate catalyst to bring services

to its citizens. It may draw together agency resources, needed linkages, missing program components and the will to make things happen. It may make city resources available, such as free space in a public building, to a service delivery agency. Through small amounts of seed money the city may encourage providers to leverage funds from other sources.

C. Contract Administration

The local government employs a more experienced agency to provide social services under contract and under direct local government administrative guidance.

D. Coordinator

The local government participates in interjurisdictional social planning processes; it convenes community and agency representatives to discuss common problems and develop joint solutions; it works to eliminate any overlapping or duplication of services.

E. Director Provider

The local government funds and hires the staff to provide services directly to the public. The local government may also provide services in contracting with another agency which funds the city to provide the service. With the influx of greater amounts of discretionary funds being made available to local government by the federal government, this option may become an increasingly real alternative for some sorts of services.

F. Funder

The local government provides funds by means of grants or contracts to agencies which provide the services with minimal guidance.

G. Information and Referral

Local government distributes information about community conditions and programs, acting as a clearinghouse of needed information. It refers individuals to providers who can best meet their needs.

H. Monitor/Evaluator

The local government develops standards regarding conditions of human services. It monitors conditions, evaluates programs on the basis of their efforts in meeting social objectives and works to improve them.

I. Program Developer

The local government designs programs to meet needs or takes a leadership role in initiating a new program.

J. Promote Consistent Physical Development

The local government promotes physical development which is consistent with and encourages the realization of stated social goals and objectives. Key tools for such a role are:

1. The zoning ordinance and map as a means of regulating the private use of land so as to carry out social objectives;
2. The capital improvement program as a means of extending or withholding public facilities, utilities and services, so as to influence private development activity.
3. The building code as a means to require new buildings to take into account certain social objectives, such as considering the needs of the elderly and handicapped.

K. Regulator

The local government promotes the well-being of its citizens by regulating private practices affecting the public welfare.

VII. SOURCES OF INFORMATION

- A. A city social planning process should involve contact at some point with the following agencies during the early conceptual period.

1. Needs Assessment/Capacity Building Project

This project sponsored by Santa Clara County should be a rich source of information for any local government which is planning

to initiate a social planning process. The work program of the project is divided into the following activities, some or all of which may be of great assistance to individual cities.

Needs identification. The process of identification of the human service needs of County residents includes definition of needs indicators and of data sources and gaps. It also describes the technique of cluster analysis used to identify systems of related needs, geographic areas of multi-need conditions and multi-need population groups.

Standards determination. Sources such as legislative mandates, national professional agency standards, and local programs serve as guidelines for the development of recommended levels of service for Santa Clara County. These standards will be submitted to community review for revision, if necessary, to reflect local norms and conditions.

Services information systemization. Develop service definitions, a services classification system, and measurable units of service (where possible), to facilitate the development of compatible service reporting procedures. Compatibility of other reporting procedures is examined -- generalized census tract reporting, for instance.

Service agency inventory and organization analysis. Human service agencies are catalogued by service function, clientele, and geographic area of service; clarifying area-wide functional responsibilities for planning and delivery.

Integration and implementation of needs assessment. Prioritization. Processes relating prioritization to program planning and budgeting and to inter-agency coordination and integration will be determined.

2. Association of Bay Area Governments (ABAG)

ABAG's Human Service Capacity Building Project is designed to assist local governments in social planning efforts by providing data and technical assistance. ABAG further hopes to be able to assist local governments in resolving human service issues and concerns by creating a framework for inter-jurisdictional discussion and negotiation. Recently adopted ABAG policy on it's human resources role is attached.

3. Economic and Social Opportunities, Inc. (ESO)

Economic and Social Opportunities, Inc., (ESO) is the officially designated and certified Community Action Agency for Santa Clara County. ESO is a nonprofit charitable organization that provides various services primarily to low-income residents.

ESO has initiated the Partnership Project to assist cities in Santa Clara County. The Project emphasizes local responsibility for human services planning. The Project has supplied staff to cities individually and collectively in assessment of need, analysis of existing services, projections for expanded services, creation of standards for evaluation of services delivered by County and voluntary agencies, etc.

4. Social Planning Council of Santa Clara County

The Social Planning Council of Santa Clara County is a voluntary association of individuals, social agencies and organizations. The Council's primary purpose is to insure that the community has a planned, coordinated and efficient program of health, welfare and recreation services dealing effectively with the problems and needs of people in Santa Clara County.

The Social Planning Council has established a Committee on Community and Governmental Relations:

- a. To enable local governments to build and integrate a social element into its general planning and budgeting processes;
- b. To enable local government to establish or improve its planning relationships with existing agencies both inside and outside the public sector;
- c. To enable local governmental policymakers to make more rational decisions about how and where to allocate all funds for the greatest community benefit.

5. Comprehensive Health Planning Association of Santa Clara County

The Comprehensive Health Planning Association is a voluntary agency authorized by federal and state law, and approved by the County. The agency is affiliated with the Bay Area Comprehensive Health Planning Council, the regional health planning agency. CHPA provides services in comprehensive health planning, health needs assessment, review for funding and licensing of health projects and facilities on the basis of need, and health services consultation.

6. Mexican-American Community Services Agency (MACSA)

Acts as an advocate for the Mexican-American Community in Santa Clara County. Engages in fact finding and research, program development, and as a facilitator of programs and services for the benefit of the Mexican-American community.

7. Council for Community Action Planning (C-CAP)

Engages in advocacy, research and planning in the interest of improved human services for low income people.

8. Santa Clara County United Fund

Concentrates on fund raising and allocation of funds to non-profit health, social service and youth organizations.

9. Santa Clara Valley Manpower Board

Allocates Federal Comprehensive Employment Training Act (CETA) funds for the creation of jobs, primarily in the government and voluntary agency sectors of Santa Clara County. It also monitors and evaluates employment programs.

10. Human Services Organization

New consolidated County agency responsible for the spectrum of welfare, health and other human services traditionally provided by Santa Clara County. In the past, planning for the provision of these services has been fractionated by functional area, with little apparent coordination in the delivery of services. The new agency will attempt to remedy this situation through a comprehensive approach to social planning. There is a clear opportunity for a countywide inter-jurisdictional framework for discussing and resolving problems and for realizing opportunities associated with the new system for delivering social services.

11. Council on Aging of Santa Clara County, Inc.

Engages in planning, allocation of federal funds, research and coordination of services to the elderly.

12. Community Coordinated Child Development Council

Engages in planning and coordination of services to children.

B. Santa Clara County Boards, Commissions and Committees

Commission on Alcoholism

Drug Abuse Coordination Commission

Developmentally Disabled Advisory Commission

Health and Welfare Commission

Juvenile Justice Commission/Delinquency Prevention Commission

Mental Health Advisory Board

Regional Criminal Justice Planning Board

Santa Clara County Advisory Commission on Mental Retardation

Santa Clara County Human Relations Commission
Board of Education
Board of Parole Commissioners
Emergency Medical Care Committee
Housing Authority of the County of Santa Clara
Law Enforcement Drug Council
Parks and Recreation Commission
Inter-City Council (ICC)
Joint Santa Clara County-City of San Jose Planning Committee
Local Agency Formation Commission (LAFCO)
Planning Commission
Planning Policy Committee of Santa Clara County (PPC)

C. Cities having social service planning experience

Campbell
Los Gatos
Mountain View
Palo Alto
San Jose
Saratoga
Sunnyvale

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ASSOCIATION OF BAY AREA GOVERNMENTS
EXECUTIVE BOARD RESOLUTION NO. 76

RESOLUTION ON HUMAN SERVICES ROLE AND MAJOR OBJECTIVES

WHEREAS, the Association of Bay Area Governments formed a Human Services Division in 1973, and in 1974 received a U. S. Department of Health, Education and Welfare "capacity building" partnership grant to define a COG human services role; and

WHEREAS, the member local governments in the Bay Area are assuming major new human services responsibilities and have requested assistance in obtaining the capability and skills, data, and information to fulfill their responsibilities; and

WHEREAS, the Association of Bay Area Governments formed the Human Services Capacity Building Task Force which has deliberated and recommended a human services role and major objectives for the Association; and

WHEREAS, the Association of Bay Area Governments is committed to an on-going program of human services planning and assistance to its member governments within its overall planning program; and

NOW THEREFORE BE IT RESOLVED that the following objectives and policy implementation statements be adopted to guide the Association's human services activities:

OBJECTIVE #1

To advocate for and assist member governments in the comprehensive planning and evaluation of human services.

IMPLEMENTATION POLICIES

Statement 1.1 - Promote human service information exchange for member governments.

Statement 1.2 - Promote and encourage research and analysis by ABAG staff and member jurisdictions on such topics as Social Plan preparation, program evaluation, and the use and development of planning data.

Statement 1.3 - Provide technical assistance to member governments on subjects of common interest having potential application by other member governments.

Statement 1.4 - Exercise ABAG's responsibilities under Circular A-95, including memoranda of understanding with Health Systems Agencies, Regional Criminal Justice Planning Boards and Community Action Agencies, as well as the A-95 clearinghouse process, to increase human service planning among local governments, citizens, agencies and the private social service sector.

Statement 1.5 - Support and advocate State and Federal legislation that encourages broad human services planning and assists member governments in the coordination and improvement of human services activities.

Statement 1.6 - Encourage public participation in the planning and programming of human services.

Statement 1.7 - Increase cooperation among human services agencies (e.g., HSA, RCJPB, CAA), the private social service sector (e.g., United Way) and local, state, and federal governments in the planning of human services.

OBJECTIVE #2

To promote the integration of social, physical, and environmental aspects of all regional planning activities.

IMPLEMENTATION POLICIES

Statement 2.1 - Provide maximum integration of human service planning with physical and environmental planning programs within ABAG.

Statement 2.2 - Assist member governments in developing strategies and methods for social-physical planning integration at the local level.

BE IT FURTHER RESOLVED that the implementation of the above objectives and policies will receive continuous emphasis in the Association's

planning programs, annual work program, and budgets, as well as in the seeking of new funds and resources to carry out these responsibilities.

PASSED AND ADOPTED by the Executive Board of the Association of Bay Area Governments this 15th day of July, 1976.

Lenard E. Grote, President

Attest:

Dean L. Macris, Acting Secretary Treasurer



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